

NOMINATION—NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION

HEARING BEFORE THE COMMITTEE ON COMMERCE, SCIENCE, AND TRANSPORTATION UNITED STATES SENATE NINETY-SEVENTH CONGRESS

FIRST SESSION
ON
NOMINATION OF
ANTHONY CALIO, TO BE DEPUTY ADMINISTRATOR, NATIONAL
OCEANIC AND ATMOSPHERIC ADMINISTRATION

DECEMBER 16, 1981

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NOMINATION—NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION

WEDNESDAY, DECEMBER 16, 1981

U.S. SENATE,
COMMITTEE ON COMMERCE, SCIENCE, AND TRANSPORTATION,
Washington, D.C.

The committee met at 9:32 a.m., in room 5110 of the Dirksen Senate Office Building; Hon. Harrison Schmitt, presiding.

OPENING STATEMENT BY SENATOR SCHMITT

Senator SCHMITT. Good morning, ladies and gentlemen. The purpose of the hearing today is to review the nomination of Dr. Anthony Calio to the post of Deputy Administrator of the National Oceanic and Atmospheric Administration. Dr. Calio, Tony, as he is known to most people, comes before us today from his recent post at NASA as the Associate Administrator for Space and Terrestrial Applications, most recently Acting Deputy Administrator; is that correct?

Dr. CALIO. Yes.

Senator SCHMITT. He has served at NASA in various capacities for 18 years. During that period he distinguished himself by winning several service and scientific awards. The position he's being considered for, that of NOAA's Deputy Administrator, will call for an able manager and scientist, a man who can provide the Administrator, Dr. John Byrne, with an expertise and with assistance to maintain the high quality work NOAA has been mandated to perform and to do so in an unusual budgetary environment, to say the least.

Dr. Calio, if you have any opening statements you would like to make to the subcommittee, we would be happy to take it at this time.

STATEMENT OF DR. ANTHONY CALIO

Dr. CALIO. Thank you. I do not have any formal statement to make, but I would like to say just a few words, if I may.

Senator SCHMITT. Surely. Please proceed.

Dr. CALIO. I am honored to be here as the President's nominee for the Deputy Administrator post of NOAA. As you indicated, I believe my 18-year career with the National Aeronautics and Space Administration has provided me a broad range of experience working in basic and applied research and in the application of technology at the NASA field centers and also in directing major program elements in the NASA headquarters here in Washington.

This latter experience, I think, has offered me a unique opportunity to work closely with the legislative and the executive branches

of our Government, an experience that I think would be extremely helpful in the post for which I'm being considered. I look forward to the new challenge the position of NOAA Deputy Administrator offers, not only to serve NOAA and the Department of Commerce, but to be able to make what I believe would be an important contribution to our country.

As you indicated earlier, I think my scientific background, in particular, my interest in atmospheric sciences and in the oceans should serve me well in the role of Deputy Administrator. As Deputy Administrator, I will be responsible for the general management of a service, research and regulatory oriented Federal agency with several major elements very similar to the activities that I conducted in NASA.

My management responsibilities at NOAA will include oversight of diverse Federal missions, establishment of program direction and priorities, program evaluation, budget preparation, personnel supervision, and finally, the application of scientific research to the agency's missions.

I believe my background in atmospheric sciences and managerial experience then should complement well the experience, skills, and knowledge of Dr. Byrne, the NOAA Administrator.

If confirmed, I look forward to working with the energetic and competent NOAA team and to interact frequently with members of the staff of this committee, to seek their guidance and counsel while managing this important national effort.

Thank you, Senator. I would be pleased to address any questions you might have.

[The biographical sketch follows:]

BIOGRAPHICAL SKETCH OF ANTHONY JOHN CALIO

Address: 7701 Hamilton Spring Rd., Bethesda, Maryland.

Date and place of birth: October 27, 1929, Philadelphia, Pa.

Marital status: Cheryll Madison Calio.

Names and ages of children: Kathryn Ann Denhart, 27 years old; Mary Elizabeth Calio, 24 years old; Barbara Jean Calio, 21 years old; Miriam Jane Calio, 18 years old.

Education: University of Pennsylvania 1948-53, B.A.; University of Pennsylvania (Graduate School) 1953-54; Carnegie Institute of Technology (G.S.) 1956-59; Stanford University, Graduate School of Business 1974-75.

Employment record: October 1977 to present—NASA HQ.D.C., Associate Administrator for Space and Terrestrial Applications; August 1975 to October 1977—NASA HQ.D.C., Deputy Associate Administrator for Space Science; January 1968 to August 1975—NASA, Johnson Space Center, Houston Tx., Director of Space and Applications at JSC; January 1967 to Jan. 1968—NASA HQ.D.C., Chief, System Engineering; May 1965 to January 1967—NASA HQ.D.C., Chief, Systems Integration; September 1964 to May 1965—NASA Electronic Research Center, Cambridge, Mass., Chief Research and Engineering; September 1963 to September 1964—NASA HQ.D.C., Staff Assistant, Electronics Research Task Group; February 1961 to September 1963—Mt. Vernon Res. Co., Alexandria, Va., Vice President for Operations; July 1959 to February 1961—AmMach. & Fdry. Co., Alexandria, Va., Chief, Nuclear Physics Section; July 1956 to July 1959—Westinghouse, Pittsburgh, Pa., Scientist; July 1955 to July 1956—Beachley's Store, Middletown, Md., Clerk; December 1954 to July 1955—People's Drug Store, Frederick, Md., Clerk; July 1954 to June 1956—U.S. Army, Ft. Detrick, SP3; June 1953 to July 1954—R.C.A. Victor Div., Camden, N.J., Test Maint. 1st Cl.; November 1948 to October 1953—University of Pennsylvania Physics Dept., Philadelphia, Pa., Research Assistant;¹ October 1947 to November 1948—Sharples Res. Lab., Norristown, Pa., Lab Assistant.

¹ The above two jobs were held simultaneously.

Government experience: September 1963 to present—NASA; July 1954 to June 1956—U.S. Army Chemical Corp.

Memberships: Fellow—American Institute of Aeronautics and Astronautics; Fellow—American Astronautical Society; Member—American Association for Advancement of Science; Member—American Geophysical University; Member—New York Academy of Science.

Political Affiliations: Member—Century Club, Montgomery County Republican Club No. 100, 1981.

Honors and Awards: Presidential Rank of Distinguished Executives, 1980; Honorary Doctor of Science, Washington U, 1974; Sloan Fellow, Stanford U, 1974; NASA Distinguished Service Medal, 1973; NASA Exceptional Scientific Achievement Medal, 1971; NASA Exceptional Service Medal, 1969. Listed in—American Men and Women of Science; Who's Who in Government; Notable Americans; Who's Who in America; Who's Who in Technology.

Published Writing: Numerous articles on Technical aspects of Space Research and Development.

Speeches: Many technical talks or speeches on Space Research and Development; testimony before Congress as a NASA witness or expert; no political speeches.

Qualifications: My 18-year career with the National Aeronautics and Space Administration (NASA) provided me with a broad range of experience in the executive branch. For several years I served as a member of NASA's Apollo management team responsible for implementing and directing all aspects of the program's science activities for the Apollo missions 7 through 17. I later became NASA's Deputy Associate Administrator for Space Science, serving as the general manager of that office, responsible for day-to-day program direction and evaluation. In 1977, I was appointed NASA Associate Administrator for Space and Terrestrial Applications. In that position I was responsible for planning and directing of that program to identify, demonstrate and transfer the application of space technology research and development results for practical benefits on earth. This work involved research, development and operation involving atmospheric and oceanic processes.

My scientific background, familiarity with the executive branch, years of experience in the management of major federal programs makes me suited to the role of NOAA Deputy Administrator. As NOAA Deputy Administrator, I will be responsible for the general management of a science and service oriented federal agency with several program objectives that are very similar to those of NASA, including scientific research, technology transfer, and the planning and use of satellite technology.

My management responsibilities at NOAA will parallel many of those responsibilities I held at NASA, including oversight of diverse federal missions, establishment of program direction and priorities, program evaluation, budget preparation and review, the application of scientific research to agency missions, and personnel supervision.

Senator SCHMITT. Thank you, Tony.

It is my understanding that your financial disclosure statements are in order, that there are no indications of any conflicts of interest or problems at all, illustrating once again, that when you spend 18 years in the Government, it is difficult to get into trouble.

Tony, could you give us a little more detail in how you envision the role as Deputy Administrator, the day-to-day, month-to-month activities and your interaction with the Administrator?

Dr. CALIO. As Dr. Byrne and I have discussed it, we see the following division of responsibilities. First of all, the day-to-day management responsibility for the agency will be mine, to work with the managers of the main line components and to assure that these main line components are indeed carrying out the mandates set for NOAA. I will be conducting periodic program reviews to assure ourselves and the legislative and executive branches that we are, indeed, performing on cost and on schedule and addressing the major issues as they occur.

At the same time, I think in the scientific arena, my activities will probably center more in the atmospheric sciences, where Dr. Byrne would complement me in the ocean sciences, so that we make a very good mix in that respect.

So ultimately, policymaking activities will be left pretty much to Dr. Byrne with me providing a very strong input, based on the considerations of managing the agency on a day-to-day basis.

Senator SCHMITT. What would you say are the primary goals of NOAA as an agency? Where in statute, do you see an articulation of those goals, if any? How did they come about, is what I'm asking.

Dr. CALIO. In my background and experience, I am surprised not to see such a clean document like the Space Act that provides the mandate.

Senator SCHMITT. Would you recommend such a document?

Dr. CALIO. It would be a help to management, and it would assist the legislative bodies in the program—or mandates being carried out by the agency. As you well know, there is a collection of various acts and bills that provides NOAA with the authority to carry out its task.

To get back to the first point, I think it is important for NOAA to provide basic services in the atmosphere that provide for the protection of life and property, to enable those in industry and recreation to utilize and manage the resources of the oceans and to exploit those resources to our practical advantage in the United States, and finally, to do the basic research or conduct the basic research that allows the agency to wisely administer regulatory processes, as well as provide uniform services in atmospheric forecasting and ocean resource management.

Senator SCHMITT. Do you know of any compilation of all of the activities that NOAA is charged with by law?

Dr. CALIO. Do I know each and every one specifically?

Senator SCHMITT. Do you know of a compilation that we might ask you to provide for the record?

Dr. CALIO. Yes, I think so. I think that is probably provided in the statement from General Counsel's Office in the Department of Commerce. In the submission of the General Counsel opinion for my nomination, there was a departmental directive. I think it goes through and lists a compilation of those activities or those laws and acts.

Senator SCHMITT. We will try to search that out and get back with you if it is not available.

With the present restrictions, where do you see a decrease in emphasis in the agency, if, in fact, the Congress approves such budgetary restrictions?

Dr. CALIO. That is a difficult question to answer at this point. A specific area for reduction is hard to delineate, mainly because I believe very strongly that NOAA must maintain three components: services, research, and regulatory activities. And a firm research and development foundation has to be the underpinning for both the services that we provide and for the regulations that we conduct. I think we would probably have to bring down uniformly various aspects of NOAA activities to keep those three elements in balance. It is very clear to me that the first priority has to be the services provided, and it is important to understand that we must conduct necessary research and development to better be able to describe and understand the phenomena that we are observing and how we provide those services.

Senator SCHMITT. Great progress has been made in recent years, particularly using the relatively continuous satellite monitoring of weather patterns made available through the ability to track and follow the day-to-day weather phenomenon of the United States and other portions of the Earth. Short-term weather forecasting has improved steadily over the last decade or two; however, it is not so obvious that our predictive abilities in terms of mesoscale features and climatic changes have changed much in that same period of time.

Do you agree with that assessment? If not, why not? And if so, do you believe that we are progressing at the maximum efficient rate to reach an improved position for mesoscale and climatic forecasting?

Dr. CALIO. I generally agree with your statement. There have been some recent changes or additions or modifications that have aided us in moving forward in the area of mesoscale observations. As you know, the last geosynchronous observation environmental satellite, that was launched had on board the visible atmospheric sounder so that for the first time we are able to make temperature and humidity soundings from geosynchronous orbit. It gives us indications and an early warning of the onset of atmospheric instabilities, where we can see the intensity and location of severe storm development.

So we are starting to move in a direction of understanding the mesoscale phenomenon and being able to develop predictive tools.

On the climatic side, as you know, NOAA has submitted a 5-year plan on how to proceed toward better understanding of climatic conditions and, hopefully, how to develop long range predictive capabilities. I think the key to those efforts is the progress that is being made toward understanding, based on measurements of Earth radiation, what the balance of that energy is.

And to conclude with a part of your statement, it is not moving as rapidly as one may like to see. But under the present economic conditions, it is probably going as rapidly as one could hope at this particular point in time. I think it is extremely important that emphasis be put on climatic prediction capability. It has a tremendous impact on the economics of this country, and where possible, we should try to accelerate that activity.

Senator SCHMITT. Was NOAA in any way involved in NASA's decision to withdraw from the Solar-Polar mission?

Did NOAA express an opinion?

Dr. CALIO. Not to the best of my knowledge. I don't think there were any discussions with NOAA.

Senator SCHMITT. Wouldn't you expect NOAA to have an interest in any NASA programs that deal with an increased understanding of the Sun, since that is the source of power that drives the solar engine that we call the Earth?

Dr. CALIO. I agree with your statement. Yes, NOAA would have an interest. I am sure—

Senator SCHMITT. With your appointment, do you expect there to be a greater interest?

Dr. CALIO. Yes, sir—

Senator SCHMITT. In NASA's activities.

Dr. CALIO. Yes, and I would hope that the relationship between NOAA and NASA is enhanced by this appointment.

Senator SCHMITT. If further cuts were demanded of NOAA, would you see the R. & D. budget bearing the brunt of those cuts?

Dr. CALIO. Bearing the brunt, no. I think, as I mentioned earlier—

Senator SCHMITT. You would still try to spread them around?

Is there no point at which budget cuts start to substitute for policy?

Dr. CALIO. We have two or three different questions in there. As best as possible, as I indicated earlier, R. & D. is the underpinning to the service and regulatory activities. If we are to administer the mandated responsibilities wisely, we must understand what we are managing, and therefore R. & D. plays a very important role.

At the same time, when you are looking at the economic situation we are in, we have to take a shorter term view of our activities than we normally would, so I would say in the long run there probably will be a greater reduction. I am not trying to anticipate that there will be greater cuts, proportionately, in research and development than in the services or the regulatory activities. But it must be maintained.

Senator SCHMITT. I am not trying to tap you for privileged communications, either ones that have been made or might be made prospectively. But if major new reductions were advocated by the Office of Management and Budget, in what is a discretionary program, namely, NOAA—there is no entitlement to NOAA or to the services it provides, can you see a level where it would not be possible to sustain basic activities of the agency, and that some would have to be dropped as a matter of policy?

Dr. CALIO. The answer to that question has to be yes. I do not know what that level is. I do not know enough about all of the agency's programs yet, but if it goes down far enough, certainly, that has to be the case. And there has to be a reduction in services or a reduction in regulatory activities, and a reduction in R. & D., and there will be a point below which there will not be a critical mass.

Senator SCHMITT. Does not NOAA represent a type of service that when there is a reduction of any significant magnitude it directly affects the lives and welfare of people and their economy?

Dr. CALIO. I believe that; yes.

Senator SCHMITT. Has there ever been any study to quantify that particular relationship? We all know that if you do not get a warning of a tornado that that is potentially damaging to people; that there are more subtle relationships between weather forecasting and the economy and the lives of Americans.

Dr. CALIO. I think there have been studies. I cannot quote them directly now. When I was with NASA and working with the NOAA people, my recollection is they had done such studies. I have to go back and verify that for the record.

Senator SCHMITT. The Commerce Committee, in particular the Science, Technology, and Space Subcommittee, is going to have a much more watchful eye over the research and development and technology activities of NOAA and we hope that we can participate with you in the understanding of those relationships and if they

are warranted, the justification of additional activities and additional emphasis on them.

It is hard to think of any set of activities of any agency that more intimately affects the lives of Americans than does the weather service, oceanographic and coastal water forecast of a variety of kinds. That kind of information is daily used.

Dr. CALIO. I could not agree with you more.

Senator SCHMITT. It affects the education of our young people in this part of the country, where a little bit of snow seems to close schools. I do not understand that. Maybe it is NOAA's fault. They made it too popular.

Do you have a status report for us, Tony, about the administration's development of policy for the operational activities and/or commercialization of Landsat and related technologies?

Dr. CALIO. Yes. Let's see—I can provide that. For the past few months, there has been a committee pulling together the necessary staff work for the meeting of the Cabinet Council for Commerce and Trade to review this issue and make policy decision on this issue. That particular Cabinet Council is meeting this morning, at this particular time.

We should hear in the very near future the results of that particular Cabinet Council meeting. It is being chaired by Secretary Baldrige and Dr. Byrne is there this morning with other Members of the Federal Government.

Senator SCHMITT. I hope before they announce any final decisions they will consult with the Members of Congress that are somewhat interested in that issue.

Dr. CALIO. Yes, sir.

Senator SCHMITT. It would be a refreshing change of pace.

Tony, are you satisfied with NOAA's relationship with the university and private sector research community?

Dr. CALIO. Personally, no. As you understand—

Senator SCHMITT. What can we do to improve it?

Dr. CALIO [continuing]. So that you understand my reason for that, we should have a greater proportion of activities taking place outside in the research community. I believe they provide us with new ideas, new insight. They are the focal point for creativity and innovation. There should be a very close relationship between the in-house people—closer relationship between the in-house people and the people in the university community.

The most distressing point, I guess, to me at this particular time is actually the in-house/out-of-house split in our research activities. There is much too much research, in my opinion, being conducted in-house. I would hope that over the ensuing years, if I am put into this position, to see a greater emphasis of outside university community participating in the research of NOAA's interests.

Senator SCHMITT. Do you see any value in the development of an extension service-type arrangement with the university system of this country dealing with weather and oceanic issues? I'll let you think about that a little.

Dr. CALIO. I have not thought about it that much. That is an interesting concept.

Senator SCHMITT. You see what I am saying? Are you familiar with the agricultural extension service?

Dr. CALIO. I sure am. That is an interesting concept.

Senator SCHMITT. And the way that research and applications of research are generated almost entirely within the university community, and transmitted very rapidly into the user community through the extension agents?

Dr. CALIO. Yes.

Senator SCHMITT. I can personally envision that same process working very well—and maybe even integrated with it to some degree—dealing with weather and oceanic phenomenon.

Dr. CALIO. That is a fascinating concept. It is a good idea. I have not thought about that.

Senator SCHMITT. If you have any thoughts on it, I would appreciate hearing more about it.

Dr. CALIO. Yes, sir; I will do that.

Senator SCHMITT. We are seeing the closing of a number of weather stations around the country, the excuse being that with modern information technology we do not need as distributive a weather service as we have had in the past. Do you agree with that? If so, how far do you expect to see it go?

Dr. CALIO. I certainly believe we should be using current technology as best as we possibly can and as rapidly as we can. This to me means moving more toward automated processes than manual processes and manual observations. To me, that does not mean necessarily a reduction in observations or the network of information points for collection of weather data.

It could indeed mean a reduction in the number of weather stations as we currently see them, with weather observers. And to me, that seems to be the right direction to go.

Senator SCHMITT. What do I tell the people at Clayton, N. Mex., who for years have developed a belief—right or wrong, but have developed the belief—that having a person in Clayton, N. Mex., that they can call for hourly estimates on what is happening with the latest snowstorm that is blowing across the high plains of that part of the country? And they really believe that there is nobody in Albuquerque who can give them that same information. What do we do with them?

Dr. CALIO. We have to redistribute the network. There will still be places for individuals to call.

Senator SCHMITT. They will call Albuquerque. The weather in Albuquerque is entirely different. In Clayton they can look out the window and alert the schools and the highway crews and the ranchers who have their stock in the feed pens.

Dr. CALIO. I understand that, but in the long run there will not be a reduction in the service quality, and I think—

Senator SCHMITT. The local bus driver doesn't believe that.

Dr. CALIO. Yes. It will take time.

Senator SCHMITT. Before he leaves home to go pick up the kids, he wants to call somebody that he believes and knows something about the local weather around Clayton, N. Mex., and he has got a 50- to 60-mile drive out and back in order to take care of those kids. You see our problem?

Dr. CALIO. Yes, I do; however, I still think—and I am sure you would agree—that we must proceed toward being able to collect

more accurate data and to build a network to distribute that data and information in a much faster and more efficient way.

Senator SCHMITT. Whether the weather extension agent is the answer—

Dr. CALIO. Maybe that might be the answer.

Senator SCHMITT. One of the issues that this committee has dealt with again and again, and frankly, in my 5 years here without a great deal of progress, is coastal zone management.

There is some progress made. I would like to hear your summary of that progress, that when you look at the technological opportunities that exist for the management of coastal zone environments, and in particular for the prevention of damage to those environments through chemical spills, petroleum spills and so forth, we really have not gone very far. Would you care to discuss that briefly for us, Tony?

Dr. CALIO. You took your question on the side of technology. But if I could go back to my understanding of the legislation, I thought the idea originally was for the Federal Government to assist the States in developing coastal zone management programs. I thought over the past 4 or 5 years that that has indeed taken place; that the States have become responsible and have developed the capability to manage their coastal zones; that that activity has been successful, to my understanding, at the present time; and this is an appropriate juncture for the Federal Government now to withdraw and have the States manage their own coastlines. That is my perception.

Senator SCHMITT. What services do you think the Government should provide on a continuing basis? Any?

Dr. CALIO. I have to give you an opinion on this. I am not as deeply involved in the coastal zone management activity yet as I should be.

I would say the Federal Government has a role in some regulatory activities affecting coastal zones, and possibly has a significant role in research and development of new techniques and technologies for coastal zone management, I think it is in these areas, possibly, that the Federal Government could provide assistance to the States.

Senator SCHMITT. Is there any direct relationship, memorandum of understanding or otherwise, between NOAA and the Coast Guard?

Dr. CALIO. I do not know the answer to that question.

Senator SCHMITT. One of the considerations of this committee some years ago was the potential for developing within the 200-mile limit a sea traffic control system, particularly for vessels with dangerous cargo or hazardous cargo. Basically, as far as I know, nothing has been done on that besides some limited studies.

Again, dealing with prevention of coastal zone problems such as chemical spills or oil spills, tracking vessels in systematic ways, knowing exactly where they are and keeping them out of trouble was probably one of the best ways and most economic ways that we could prevent major problems within the coastal zones. Have you heard of any further studies along that line?

Dr. CALIO. No. In the short time I have been with NOAA, no, not at all.

Senator SCHMITT. We may get back to you on that issue at another time.

And finally, Tony, were you able either in NASA or since beginning to work at NOAA to develop a view of the National Oceanic Satellite System, NOSS, and whether or not we should consider that permanently dead and buried—or is that something that ought to come up again at some point?

Dr. CALIO. My own personal view, I still feel the satellite observations are probably the best means for collecting data that will allow us to efficiently and effectively characterize the physical state of the oceans. I strongly believe that until we have such a satellite system in place by some means, we will not be able to really determine “or now forecast” the sea or ocean conditions, which I think is extremely important to us.

I would hope in the next few years that such a capability will be brought forward by the United States, either through the private sector or through other Federal agencies—or through NOAA and NASA, in combination.

Senator SCHMITT. Do you feel that we have worked out a mechanism by which classified and unclassified activities can be carried out in the same satellite system?

Dr. CALIO. You say worked out in detail? No. I think we have the precepts and the initial steps to allow that to happen. The mechanism is in place to allow it to happen, and it could be done. It just means that the appropriate agencies would have to sit down and work out the details of how that can take place. There are no impediments that I see, either in organizational structure or technically, that would prohibit that from happening. Like in the communication links, those are open. That could happen in an effective way.

Senator SCHMITT. There is a lot of skepticism about that because there is no good example where it has worked well in the past.

Dr. CALIO. Weather satellites.

Senator SCHMITT. In what way?

Dr. CALIO. There is a total exchange of data between the military weather satellites and the civilian weather satellites, and there is a common information process and capability between the two systems. As a matter of fact, when either the military system or the civil system is in difficulty, owing to a lack of a spacecraft, the other system picks up the load.

Senator SCHMITT. Does that include the handling of classified information and appropriate security measures?

Dr. CALIO. The way it is being done today, the civil satellites have been providing the military satellites with the information they need. To the best of my knowledge, the civil agency has not been processing any classified data. They have been providing unclassified data to the military for their own use.

Senator SCHMITT. We will continue to look into that issue. I frankly think it is one which causes some delay in the acceptance of NOSS up here. As you recall, there were a lot of questions about that because of past experiences. I am not sure it was critical in the decision. I think there were other issues more critical than that, but when we get into it again then maybe we can start right

off by making sure that everybody understands that relationship and has confidence that it will work.

Tony, it is good to have you still in the trenches, and I think you will find your new job very challenging. And we look forward to working with you very closely, as we have in the past.

Dr. CALIO. Thank you very much, Senator Schmitt.

Senator SCHMITT. Thank you.

Dr. CALIO. Thank you for the opportunity to be here.

Senator SCHMITT. Thank you. The hearing is recessed.

[Whereupon, at 10:08 a.m., the hearing was adjourned.]

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